



SLAVIN MANAGEMENT CONSULTANTS

CITY OF ROCK HILL, SOUTH CAROLINA CITY MANAGER

ROCK HILL, SOUTH CAROLINA

MAY 2010

The City of Rock Hill was founded in 1852 and incorporated in 1892. It is located in the eastern central area of York County, South Carolina, 25 miles south of Charlotte, North Carolina. Rock Hill covers approximately 36 square miles. The City's estimated current population is 67,500. The Greater Rock Hill Area has a population of approximately 90,000 people.

The City is centrally located to all Eastern and Southeastern markets. It is in the center of the country's fifth largest trade area with approximately five million people in a 100-mile radius. Over half of the United States population can be reached within a day's drive or a 90 minute

flight. The Charlotte/Douglas International Airport, just 30 minutes from Rock Hill, averages over 600 daily non-stop flights to 146 destinations all over the world. The Rock Hill/York County Airport. Rock Hill's Municipal Airport, is also growing as a center for general aviation aircraft.

Rock Hill currently enjoys a fairly stable economic environment. Median household income is significantly higher than the state average.

The City is considered to be one of the most progressive municipalities in the state of South Carolina and has become a planning prototype for the entire Charlotte Metropolitan Statistical Area.

The overall economic condition of the City continues to lead both state and national indicators. The value of building permits for all construction activity for the year 2009 was approximately \$115,500,000.

Rock Hill's continuing efforts to invest in itself have also been fruitful. Each of the City's four business parks continues to attract new jobs and diversified economic development. Its highly successful Sports Tourism program continues to fill the City's hotels, shops and restaurants with athletes and spectators who participate in the City's annual sporting events.



Rock Hill's City Hall

Rock Hill is fortunate to have 27 primary and secondary schools and three post-secondary institutions, including Winthrop University, York Technical College, and Clinton Junior College. These facilities influence the level of educational attainment of Rock Hill residents, as 56% of residents have sought post-secondary educational opportunities and 84% have completed at least high school.

SELECTED ROCK HILL FACTS

Estimated Current Population	67,500	Average Summer Temperature	87° F
Anticipated 2015 Population	75,292	Cost of Living (on 100% Scale)	93.5
8 year population growth (00-08)	29.7%	Racial Demographics (%)	
Median Age of Population	31.0	White	53.4
Median Household Income	\$42,707	African American	37.6
Annualized Unemployment Rate	11.1% (08)	Native American	0.5
Avg. Single Family Home Cost (07)	\$130,100	Asian	1.3
Number of City Parks	31	Hispanic/Latino	4.9
Number of Recreation Centers	4	Other	2.3
Average Winter Temperature	50° F	% High School Graduates	84

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ROCK HILL'S MUNICIPAL GOVERNMENT

Rock Hill functions under a council-manager form of government. Policy-making and legislative authority are vested in a City Council consisting of the mayor and six other members.

The City Council is responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and hiring both the City's manager, the city attorney and the municipal judge. The City Manager is responsible for carrying out the policies and ordinances of the City Council, for overseeing the day-to-day operations of the City, and for appointing the heads of the various departments. The Council is elected on a non-partisan basis. The Mayor is elected at large and Council Members

are elected by ward and serve four-year staggered terms.

Rock Hill provides a full range of services, including police and fire protection; construction and maintenance of streets and other infrastructure; parks and leisure/cultural activities and events; sanitation services; water and sewer services; electric services; and storm water services.

The annual municipal budget is the foundation for the City's financial planning and control. All agencies of the City are required to submit requests for appropriation to the City Manager in the spring of each year. The City Manager uses these requests as the starting point for

developing a proposed budget.

The City Manager then presents this proposed budget to the Council for review. The Council is required to hold a public hearing on the proposed budget and to adopt a final budget no later than June 30, the close of the City's fiscal year. The appropriated budget is prepared by fund and department. The City's FY2009-2010 budget is \$164,490,420 including enterprise funds. There are approximately 885 municipal employees and they are nonunionized.

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to Rock Hill for its Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2008. This was the eighteenth consecutive year that the City has received this prestigious award. The City also received its eighteenth consecutive GFOA Distinguished Budget Presentation Award for its annual budget document dated July 1, 2009. Rock Hill has also been awarded the Certification of Excellence Award



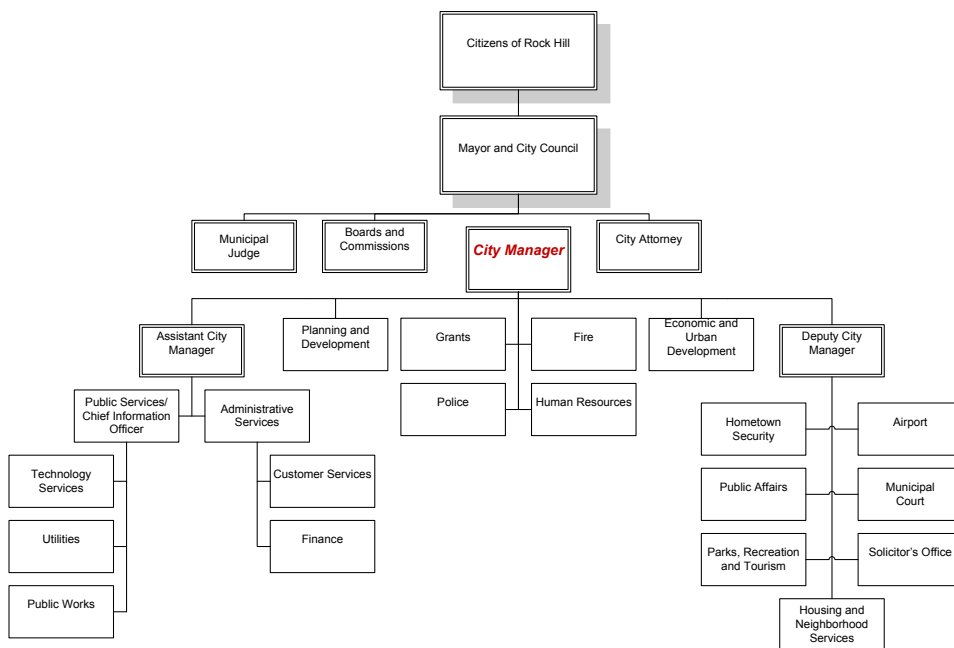
City Manager's Walk



Rock Hill's Main Street

City of Rock Hill, SC

Organizational Chart



Management and Leadership Style

- Ensures the Mayor and all City Council members are provided important information in a thorough, timely and equal manner.
- Provides complete and objective staff work to the City Council concerning issues to include recommendations and pros and cons, provides the Council with sound professional guidance without overselling a staff position, then enthusiastically implements Council decisions regardless of staff's recommendation.
- The City's department heads and senior staff members are ranked highly. The City Manager is expected to develop mutual respect and trust with them, to lead them so as to inspire their top performance and continuing commitment to the City and to develop them for professional growth.
- Is clearly an "in charge" manager who stays "on top" of issues and both delegates effectively and knows what is going on with critical and important issues, programs and projects.
- Selects excellent people and applies a participatory leadership style which includes setting clear goals and expectations and holding subordinates accountable to meet goals without micro managing them - rewards successful performance and corrects deficient performance. (City has a performance driven pay system).
- The Rock Hill City Manager is not the "Face of the City" but needs to be accessible to community leaders and be able to effectively represent the City's interests with businesses, civic, educational, governmental organizations and the media while respecting the appropriate role distinction between elected and appointed officials.
- Creates and manages a "business friendly" organization.



City's Wi Fi System in use in Police Cruiser

Areas of Special Expertise

- Understands and strongly supports the City's strategic planning process and multi-year budget.
- Understands the importance of quality land-use planning and the inherent economics of it.
- Ability to make complex projects happen; that is, needs the vision to see what is possible and can garner the needed resources to make it happen.
- Understands the value of the City's appearance.
- Appreciates that growth is a regional issue and must be planned for accordingly.
- Innovative and forward driven - neither locked into the status quo or to change for change sake.
- Knowledge and understanding of economic development including the value of public/private partnering.
- Approaches the job in an aggressive manner with a "what's next" mentality.
- Understands utilities management; although not required, electric utility experience is preferred.

QUALIFICATIONS

Requirements include the equivalent of a Masters degree in Public Administration combined with significant experience as a local government manager or full range assistant in a diverse and complex community comparable to Rock Hill. Strong preference for experience gained in a growing community with a utility. The successful candidate must clearly possess and apply the superior management and leadership knowledge, skill, ability, commitment and energy needed to achieve the Council's goals.



INTERPERSONAL QUALITIES

- Thinks globally.
- Innovative and creative.
- Must have impeccable personal and professional ethics.
- Must have excellent people skills.
- Willing to make a commitment to Rock Hill and not view the position merely as a stepping stone.
- Sensitive to the City's racial demographics and attentive to the needs of all segments of the City including the poor and homeless.
- Committed to making "a good place even better".
- Has excellent verbal and written communication skills.
- Sufficiently sophisticated to establish and maintain a good impression both in person and through his or her work product.
- Intelligent and self-confident without being an egotist.
- Anticipates the public relations implication of issues and handles them ahead of time.

VISIT ROCK HILL ON THE WEB AT
WWW.CITYOFROCKHILL.COM

ISSUES, CHALLENGES AND OPPORTUNITIES

- Rock Hill has been well managed and is currently in strong financial condition with excellent reserves (14%) and Standard and Poor's "A+" and Moody's Investor's Service "AA3" bond ratings.
- Skilled, careful and conservative financial management is required to offset the loss of revenue resulting from the current recession, and enable the City to support current projects and to maintain service levels.
- Rock Hill's unemployment rate is higher than the national average.
- Completion of several major multi-year, multi-million dollar and multiple partner projects including downtown revitalization, a 1,000 acre multi-use development and the Bleachery/Textile Corridor.
- The City must continue its aggressive approach to finding additional sources of revenue such as its grants program which has produced more than \$29M over seven years.
- The City Council values and wants to continue to use the City's multi-year strategic planning process which forms the basis for Rock Hill's two-year budget and long-range financial planning/forecasting systems.
- Committed to a business-friendly and helpful municipal government which is committed to finding ways to accomplish worthwhile projects.
- Rock Hill's public schools are excellent; however, the state's recent educational funding change to a sales tax base is chal-

TO BECOME A CANDIDATE

Send confidential resume by June 30, 2010 to:

Robert E. Slavin, President

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AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER



Compensation

The City will provide a competitive salary and benefit package to the next City Manager. Compensation details are negotiable. An employment agreement and reasonable relocation expenses are anticipated.

